Health Systems 20/20 and Capacity Building

Health Systems 20/20 aims to establish sustainable local and regional institutional capacity that can provide technical assistance, training, and research to strengthen national health systems and allow countries to provide improved health care.

Capacity-Building Challenges

The increased flow of funds to the health sectors of many developing countries has highlighted the lack of institutional and individual capacity to address health systems constraints. These constraints include the following:

- Key institutional actors such as ministries of health, national AIDS commissions, umbrella nongovernmental organizations (NGOs), civil society organizations, and service providers do not have the organizational capacity to fulfill their functions in the health system.

- Many developing countries lack local sources of technical assistance – NGOs, consulting firms, and universities – and are dependent on international sources.

- Regional organizations such as networks and alliances do not have the organizational and management capacity to carry out their mandates and do not have a diversified and dependable source of financing.

- Research institutions lack the operational and financial autonomy and business skills needed to carry out their essential role in studies and analyses to inform policy and health system strengthening.

What is CapacityBuilding?

Capacity building is a systematic process that uses a range of interventions to improve the performance of an organization. Health Systems 20/20's capacity-building component focuses on the management, organizational, and business planning competencies essential to sustainable health care organizations. The project uses a conceptual framework that includes six core organizational competencies:

- Technical expertise: Does the organization have the technical capacity to carry out its mandate? This includes the ability to access tools and methodologies and a technically qualified workforce.

- Resource mobilization: Does the organization have a business model that allows it to mobilize resources and be financially viable?

- Technical assistance and training: Do local staff and consultants have basic skills in consulting and training to provide effective technical assistance and training?

Susna De/Rwanda

Brief

HEALTH SYSTEMS 20/20

- Management systems: Does the organization have the necessary management systems in areas such as financial management, procurement, human resources, and administration to function effectively?

- Organizational development: Does the organization have the capacity to plan and manage its activities? This includes the ability to develop strategic and operational plans, provide effective leadership and management, build an effective team, and create a structure with clear roles and responsibilities.

- Governance: Is there a governance system that provides the necessary checks and balances?

Capacity-building interventions targeted at these core competencies could include management and leadership training, mentoring and coaching, development of management systems, business planning, team building, strategic planning, technical training, and training of boards of directors.

The Health Systems 20/20 Team's Approach

Health Systems 20/20 capacity-building activities use the best practices of the field of organizational development:

- Organizational assessment based on the six core competencies to identify the priority capacity-building needs.
- Design of an intervention plan based on those needs.
- Implementation of intervention plan.
- Ongoing monitoring and evaluation to determine if the interventions are having the desired impact and make adjustments to the plan.
- Recommendations for ongoing development of the organization.

Health Systems 20/20's client-centered approach includes close consultation with the client organization at all steps of this process to build ownership and commitment.

Applying the Health Systems 20/20 Approach

- Strengthened the capacity of the African Field Epidemiology Network (AFENET), a newly formed regional organization of schools of public health that house Field Epidemiology Laboratory Training Programs. Assistance has consisted of developing a resource mobilization plan, improving communication infrastructure, revising the governance structure, and developing a financial and administrative procedures manual.

- Developed and implemented an innovative five-day training designed to develop the capacity of the leaders of 11 local organizations in Senegal to improve the organizational capacity of their organizations in the six core competencies.

- Developed and piloted in Malawi a tool to assess the management and organizational capacity of National Malaria Control Program.

- Currently developing a leadership academy within the Ministry of Health and Population in Egypt to train managers at all levels in leadership and management. The academy will be a freestanding entity within the ministry that will be responsible for developing leaders to drive health sector reform.

- Developed and implemented a five-day leadership and management training course for 174 regional and departmental health officers in Côte d'Ivoire to prepare them to operate in a decentralized system, and trained Ivorien trainers to deliver the course.

- Strengthened the core organizational competencies of PROSALUD in Bolivia, an NGO that provides services in primary and secondary health care facilities and serves a low- and middle-income population of 600,000 in nine peri-urban areas. Health Systems 20/20 assistance is aimed at helping PROSALUD become self-sustaining.

HealthSystems20/20**Brief**